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TRAINING STRATEGY
FOR
SHELTER AND URBAN DEVELOPMENT

Office of Housing and Urban Programs

United States Agency
for
International Development

Revised June 1987

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**TRAINING STRATEGY
FOR
SHELTER AND URBAN DEVELOPMENT**

**OFFICE OF HOUSING AND URBAN PROGRAMS
PRIVATE ENTERPRISE BUREAU
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523**

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TABLE OF CONTENTS

INTRODUCTION	3
Training and Development Context for Shelter and Urban Development Training Training through the Office of Housing Importance of Comprehensive Training Strategy	
GOALS AND OBJECTIVES	6
The Training Strategy Communicating Policy Goals and the Experience of the A.I.D. Shelter and Urban Development Program Developing the Capacity and Competence of Public and Private Implementing Institutions Assisting in the Development of Sustainable Training Institution Capacity	
TARGET GROUPS	9
Senior Policy Level Officials Public and Private Institutions and Organizations National or Regional Training and Academic Institutions	
SUBJECT AREAS	11
THE TRAINING PROGRAM	13
Training Events Technical Assistance Training Support U S. Participant Training	
COLLABORATION WITH INTERNATIONAL AGENCIES	19
FINANCIAL RESOURCES FOR TRAINING ASSISTANCE	19
ADMINISTRATION OF THE TRAINING PROGRAM	20

INTRODUCTION

TRAINING AND DEVELOPMENT

Initially, development assistance strategies focused on *capital investment programs* in an effort to raise productivity as well as standards of living. Increased *technical assistance* was added over the years to implement policy changes and development programs. Still more recently, significant emphasis is placed on *training* as an essential element in the realization of sustained development.

Capital assistance, technical assistance and training, then, are the main elements of development assistance. Together, they help realize necessary changes in policy, delivery systems and approaches, technical approaches, allocation of human and financial resources. Specifically, training, technical assistance and capital assistance help bring about:

- Key policy reforms: reducing levels of subsidy; reducing barriers to the participation of all citizens in development activities and benefits;
- Improvement of Institutional Capacity in different sectors of the economy to ensure sustained long-term development;
- Stimulation of private sector initiatives and appropriate balance between public and private sector roles in development;
- Reliance on appropriate technologies

This development assistance process is diagrammed in Chart 1.

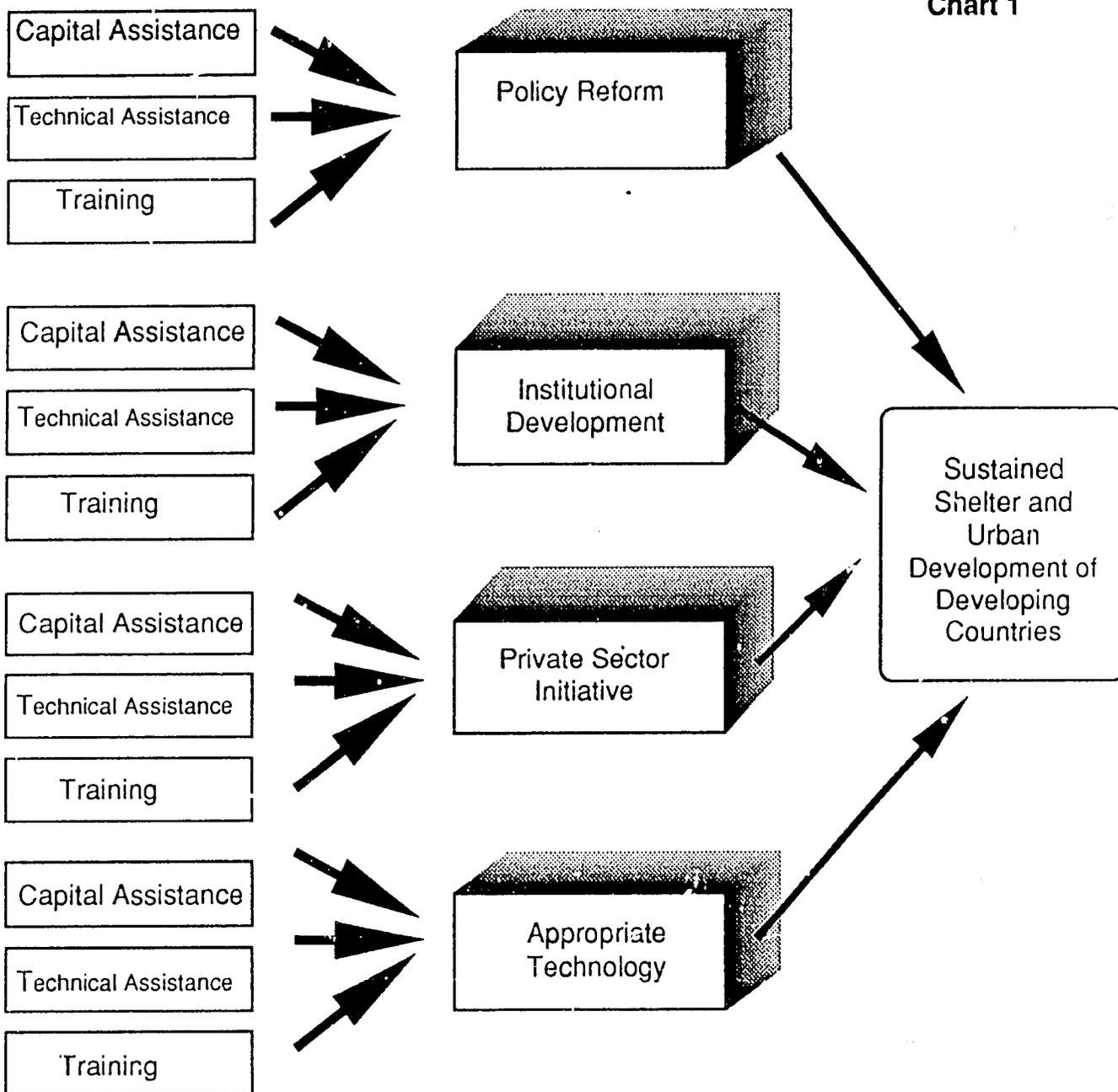
Governments and international donors alike are increasingly recognizing the importance of training as a vital component of an effective development approach. International and domestic capital resource constraints and the need for development programs to work at a large scale further increase the role that training can play in supporting national development capacity.

The increased emphasis on training is found in all of A.I.D.'s key development sectors: agriculture, industry, health and education, as

Development Assistance

3a

Chart 1



reflected in Country Development Shelter Strategies, policy statements, the programming of other donor agencies, and in the development plans adopted by developing countries.

THE CONTEXT FOR TRAINING FOR SHELTER AND URBAN DEVELOPMENT

The developing countries of the world are experiencing an unprecedented urban explosion. Half of this growth is due to natural population increases, with the other half due to rural-to-urban migration. The results of this urban explosion are: overcrowding; concentration of the poor in cities; the overloading of basic services; ill-prepared municipalities; growing unemployment and underemployment. There is unprecedented pressure on cities for shelter and related services. Thus the need for effective programs for shelter and urban development is at its greatest ever.

With the exponential growth of urban areas, the need for well-trained urban managers and urban professionals in crucial urban sector institutions, both private and public, is rapidly growing. For example, a recent UN HABITAT study concluded that the single most important constraint to the improvement of shelter and urban service delivery in developing countries is the lack of adequately training staff within both public and private institutions and organizations such as housing development corporations, shelter finance institutions, local governments, resource management groups and the like.

At the same time, the respective roles of the government and the private sector in shelter and services provision are changing. Increasingly, the private sector, including small scale entrepreneurs and community-based organizations, assume responsibility for production, management and finance. Local governments take on more responsibility for planning and distribution of infrastructure, while the central government develops policy and takes an over-all facilitative role. These changes in roles require a reorientation of the different groups involved in the shelter sector and urban development field.

As development problems relate more and more to policies and approaches to the shelter and urban problems, the organization of delivery systems, and the skills of personnel, training becomes a significantly more important element of development assistance.

4/6

EXAMPLES OF DEVELOPMENT ASSISTANCE

Chart 2

	Policy Reform	Institutional Development	Private Sector Initiative	Appropriate Technology
Capital Assistance	Conditions Precedent to Housing Guaranty Loans	Seed Capital for new institutions Revolving loan funds	Home Improvement Loan Programs Self help grants and loans	Research and development on appropriate materials and building systems
Technical Assistance	Studies: Shelter Sector Assessments Urban Development Assessments	Short-term and long-term technical advisors and counter-parts	Project Design Implementation Assistance	Technical Advisors to assist with adaptation of building materials, systems
Training	Regional Seminars on Policy Issues	Technical and skills training On-the-job training National and regional workshops Publications	Skills Training Training for academic Institutions	Technical Training in production and use of modified local materials, pre-fab systems, etc.

Capital assistance, technical assistance and training support one another in the achievement of the fundamental goals of Development Assistance.

TRAINING THROUGH THE OFFICE OF HOUSING

A.I.D.'s Office of Housing and Urban Programs has sponsored training activities in shelter and urban development since the early 1970s. More recently, training has received increasing attention. A number of international and regional conferences and workshops have been organized on topics related to shelter and urban development policy. Nearly 3,000 participants have benefited from these training efforts.

With the growing awareness of the need for institutional development, there has been increasing emphasis on training of selected senior government officials and on professional and technical skill training of middle level staff from public and private sector institutions related to specific A.I.D. projects. Numerous training activities at U.S. universities, as well as regional and in-country training have been provided. Recently, support has been given to selected training institutions in Latin America and Africa. Several training activities have been co-sponsored with other international donor agencies.

This past experience has shown that training not only facilitates the implementation of capital and technical assistance projects but that it can also fulfill a number of important additional roles. Training activities can be used as an outreach activity, helping advance A.I.D.'s shelter and urban development philosophy. They can be used as a flexible cost-effective tool to provide help to countries where, for whatever reason, technical assistance or capital assistance projects are not presently feasible. Moreover, when training assistance is provided to training institutions in developing countries, sustained improvement can occur in the professional and technical skill levels in the shelter sector and urban development field.

IMPORTANCE OF A COMPREHENSIVE TRAINING STRATEGY

With training being recognized as an important element of development assistance, increased resources are being allocated to training activities. The level of training assistance by A.I.D. as well as by other international donors will always be small relative to the overall need for training in the shelter and urban development field in developing countries. Priorities have to be developed for the allocation of A.I.D. training resources.

Isolated and unconnected training efforts do not easily yield the expected results in the performance of the shelter and urban development institutions. Rather, those responsible for planning the development assistance should *systematically* select countries, target groups and target institutions. The training effort should focus on a specific set of policy issues relevant to the shelter and urban development problems in a particular region or country. Examples might include: shelter sector finance; strengthening of local government managerial and financial capacities; land policies.

The suitability of training assistance to a country through the Office of Housing and Urban Programs is dependent on the country's need for and interest in training assistance in the shelter sector and urban development field. It does not depend upon the capital resources of a country. The training effort should, however, reflect or lead to, a basic agreement between A.I.D. and the country receiving the training assistance, in approaches to shelter and urban development.

The choice of training activities and the comprehensiveness and intensity of the training efforts in different countries will depend to a large extent on the prospects for sustained support for A.I.D. shelter and urban development programs. In some countries it may be necessary to concentrate initial training efforts exclusively on senior level policy makers before further comprehensive training at the professional and community level can have a significant impact.

GOALS AND OBJECTIVES OF SHELTER AND URBAN DEVELOPMENT TRAINING

The training policy outlined here formulates training objectives for the Office of Housing and Urban Programs and specifies potential training assistance available. It provides guidance to the Office and its Regional Housing and Urban Development Offices in formulating national and regional training plans and for the establishment of training priorities.

The goal of A.I.D.'s *housing and urban development efforts* is to increase the availability of shelter and basic services to low income families in the developing countries. Examples of strategies which are currently being used to accomplish this include: fostering more appropriate division of labor between public and private sectors; facilitating the shifting of responsibility for planning from central to local government; lowering the costs of shelter and services so that more families can afford them; removing obstacles to the

participation of private sector institutions and the informal sector in the delivery of shelter and services for low income groups; and channeling additional capital and human resources toward solving the problems of shelter and urban infrastructure. Training supports these development efforts at both the policy and the technical levels.

At the **policy level**, training promotes discussion of the appropriateness of policies and an understanding of the implications of such policies on the shelter and urban services. The *goal* of training at the policy level is the development of national policies that lead to strategies that effectively deal with the urban and shelter problems in all their dimensions. In general, the *target group* for such training and seminars is high level representatives of the public and private sectors. Training activities at the policy level are normally short-term, and frequently involve participants from a number of countries, to provide cross-fertilization of ideas and sharing of experiences.

At the **technical level**, training helps develop the skills involved in implementing urban services and shelter programs. As the roles of public institutions change, and as responsibility is concentrated more at the municipal and local levels, the roles and responsibilities of technical staff change as well. The *goal* of training at the technical level is the development of an understanding of the systems required to provide services, and improvement in the skills needed for implementation, which builds the capacity of the institutions and organizations involved. The more innovative the policy approaches, and the more different they are from standard operating procedures, the more necessary technical skills training is to support the policy changes. The *target groups* for this level of training generally include: staff of public and private institutions involved in implementing shelter and urban development programs: municipal program managers and technical staff; informal sector leaders and organizers. Training programs at this level may also strengthen technical training by working with local academic and training organizations that provide for entry level skills development in these fields.

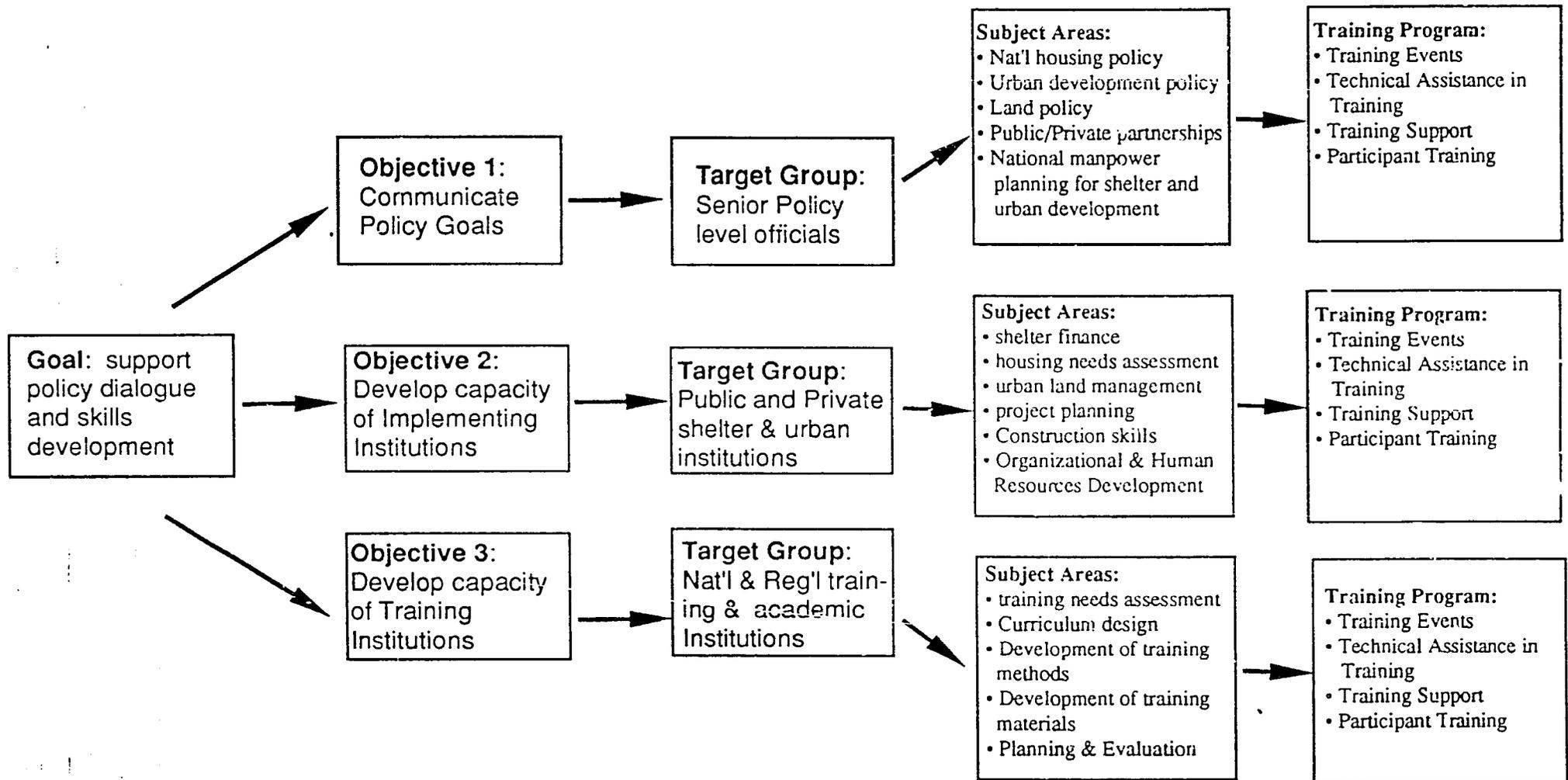
Training at both the policy level and the technical level is required to adequately bring about the changes desired by the Agency.

The policy agenda within any given program must be promoted through the integrated use of capital resources, technical assistance

70

TRAINING STRATEGY

Chart 3.



and training. The effectiveness of training depends on how well the activities support the development of appropriate policies and the implementation of the related shelter and urban development programs.

The fundamental goal of PRE/H's training efforts, therefore, is to design and carry out activities which concentrate on high priority policy and programmatic issues, and which support ongoing or planned capital and technical assistance efforts in shelter and urban development. Training related to policy issues is intended to bring about change in approaches to shelter and urban development. Training related to programmatic issues is intended to improve the delivery of shelter and urban development services.

Based on the overall goals for training, a strategy is then developed which identifies specific objectives, target groups, subject areas and training activities.

Training Strategy

The *training strategy* flows from a review of the *development strategy*, the capital and technical assistance inputs, and the needs for training. Indeed, a training strategy is one part of a development strategy--addressing key development issues and the goals and objectives established to respond to those issues, and in concert with the capital and technical assistance efforts aimed at those same development issues. Thus within the context of the overall development approach, the training strategy:

- sets goals and objectives for the training effort;
- identifies target groups and subject areas for training;
- spells out a program of training events & support activities;
- identifies resources for meeting the training needs.

The training objectives of the strategy the Office of Housing and Urban Programs are:

1. Communicating *policy goals* and the experience of the A.I.D. shelter and urban development program at the decision-making level in developing countries:

- to share the experience which has formed the basis for A.I.D.'s shelter and urban development program, reaching out not only to countries presenting receiving capital and technical assistance but also to countries not presently receiving assistance, yet interested in the program;
- to bring about changes in national shelter and urban development policies, such as decreasing reliance on subsidies and enhancing the role of the private sector in low-income shelter delivery;
- to facilitate the exchange of experience concerning shelter and urban development programs among senior officials from developing countries and from A.I.D.

The measure of success of the Office's efforts is the effect they have on national policies rather than on projects in themselves.

2. Developing the *capacity and competence of public and private implementing institutions* in the shelter and urban development sector, including the informal and small scale private sector;
 - to facilitate the planning and implementation of shelter and urban development programs, both public and private;
 - to enhance the role of the small-scale sector in the delivery of shelter and urban services.
3. Assisting in the development of *sustainable training institution capacity* in developing countries:
 - to promote long-term national and regional training goals in shelter and urban development;
 - to promote the formation of an international network of shelter and urban management training institutions.

TARGET GROUPS

Once the over-all *training* goals are established, the organizations and institutions involved in the delivery of shelter and urban development services are analyzed. Plans are then designed to meet the training needs of key institutions, and individuals at different

levels within those institutions. The following target groups are the most important in the view of the Office of Housing and Urban Programs:

1. Senior *policy level officials* from public and private agencies in charge of policy formulation and institutional development in the shelter and urban development field.

It is important to foster a dialogue on relevant policy issues between senior level policy-makers from different parts of the world and representatives of A.I.D. and other international agencies. These discussions will often form the basis for changes in national shelter and urban development policies.

2. *Public and private institutions and organizations* with critical shelter and urban development functions.

The development of efficient public and private sector implementing institutions and organizations is critical to the improvement of shelter and services delivery in developing countries. Training can address the human resource problems as well as the organizational and managerial inefficiencies which often hamper the performance of crucial public and private institutions and organizations such as national housing authorities, national and community-based finance institutions, local government authorities, land and other regulatory institutions, and the small scale building sector.

Criteria to be considered in selecting these institutions and organizations include:

- Location in an eligible country;
- Existing or probable long-term relationship with A.I.D. shelter or urban development programming;
- Receptivity to the philosophy and policies of A.I.D., particularly as it relates to the role of the private sector;
- Responsibility for or involvement in significant programs in shelter or urban development affecting the urban or rural poor;

- Recognized need for institutional and organization strengthening, which need would respond to training activities.
3. *National or regional training and academic institutions* involved in the training of professionals and support personnel in the human settlement field.

Most developing countries have institutions responsible for training in shelter and urban development. These institutions include universities, special public or private training institutes, or special training units related to ministries, parastatals, or trade associations.

Increasingly, these training institutions are included as resource centers in national training plans. However, they often lack the capacity and training resources to deal with the demand for well-trained, effective manpower in shelter and urban development. It is crucial that these training institutions be strengthened in order to enhance implementation and training skills on an ongoing basis.

Selection criteria for sustained support to a training institution include:

- Location in an eligible country as described above;
- Recognized need for the training of a sustained flow of substantial numbers of shelter and urban development professionals and support personnel;
- Receptivity to A.I.D. philosophy, objectives and approaches to training, including the accommodation of the private sector in training initiatives;
- Capacity and reputation of the institution as having the potential for national recognition as a role model and being part of an international network of training institutions in the shelter and urban development areas.

SUBJECT AREAS:

Once goals, objectives and target groups are determined, the training strategy then identifies specific subject areas in which training is needed. Subject areas to be selected for training will be different

from one region or country to the next, reflecting national policy priorities in the shelter and urban development area, and the program priorities of the specific Regional Housing and Urban Development Office. They will also vary depending on the target group. The critical subject areas in the context of today's development problems and as they related to A.I.D. shelter and urban development programs are as follows:

1. *At the policy level:*

- National housing policy
- National urban development policy
- Land policy
- Public/Private partnerships
- National manpower planning for the shelter and urban development areas

2. *For Public and Private Implementing Institutions and Organizations* there are two training areas to be considered:

Professional and Skill Training:

- Shelter sector finance, including cost recovery
- Housing needs and demand assessment methods
- Urban land management
- Public and municipal finance
- Management and administration
- Project feasibility assessments
- Project planning and implementation
- Construction and service delivery related skills
- Community development skills

Organizational and Human Resource Development

- Training needs assessment
- Enhancing planning and evaluation systems
- Increasing productivity in the work place
- Organizational goal setting
- Team building
- Effective communication
- Negotiation skills
- Conflict management
- Effective supervision

- Managing change
3. At the level of *training institutions*, the substantive subject areas for training should equally reflect the national and regional priorities in shelter and urban development. Training staff may receive training in selected shelter and urban development subject areas as mentioned above under (2). Institutional training support may be provided in the following areas:
- Training needs assessment and training plan development
 - Curriculum design
 - Development of training methods
 - Development of training materials
 - Development of methods for planning and evaluation of training activities

THE TRAINING PROGRAM

After identifying goals, target groups and subject areas, the training strategy designs a program of activities to achieve the desired results for the target groups. Training assistance currently available or to be developed by the Office of Housing and Urban Programs, the A.I.D. Missions and their respective Bureaus, includes: *Training Events*: conferences, seminars; workshops; training programs; *Technical Assistance* in the training area to support institution building; and *Training Support*: assistance in the planning and evaluation of training strategies, coordination, and the development of training curricula and materials.

Training Events:

1. Senior level training in policy formulation and institutional development in the shelter and urban development field, through:
 - U.S. based conferences, seminars, workshops or study tours for senior level officials from all regions:

The prime justification for conferences being held in the United States is the bringing together of senior level officials from diverse developing regions to exchange their experience within a structure program. There is positive reinforcement to the training experience when developing country officials can learn

firsthand from their colleagues of successful responses of other countries to similar shelter and urban development problems.

The location can also enhance the image of the United States in general, and as a concerned development partner in particular. The demonstration of many successful private/public partnerships can provide an important background for the discussions.

- Regional or national conferences, seminars or workshops for senior officials from different public and private implementing agencies in a particular region, language group, or country, to discuss policy issues and institutional development;
 - Regional workshops for senior administrators and faculty of selected academic and training institutions with significant responsibilities for training in the shelter and urban development field within the countries of the region and certain training institutions with regional responsibility.
2. Professional Training Activities for Staff of Implementing, Training and Academic Institutions
- In-house professional skill training workshops;
 - Regional or in-country medium- and short-term training of selected personnel. Where possible, these training activities are to be implemented through national or regional training institutions. Other resources include professional training consultants, and available technical assistance personnel;
 - U.S. based short-term intensive professional training (3 to 4 weeks), in well-defined subject areas, at public or private sector U.S. training institutions;
 - U.S. based medium-term training in various subject areas related to shelter and urban development. This could be training for one or two semester at universities or training institutions, which allow non-degree students to enroll in regular classes and offer special guidance to these students. Also, universities may be used which offer specific teaching modules in the area of shelter and urban planning; and

- U.S. based long-term university training (to a maximum of three years) in degree or non-degree programs. This type of training is available through Mission participant training programs. The Office of Housing and Urban Programs does not directly fund long-term participant training.

Regional or in-country training can be delivered at relatively low cost compared to U.S. based training. Other advantages are the potential to make the training more relevant to the national or regional context and the possibility to use the local language. Advantages and disadvantages of in-country or regional training versus U.S. based training must be given careful consideration.

3. Training workshops for small-scale entrepreneurs and community-based implementing organizations

Training of this nature can best be arranged by national training institutions or private voluntary and non-governmental organizations which are working closely with the small-scale sector and community organizations. The Office of Housing and Urban Programs can provide support to these institutions and organizations.

TECHNICAL ASSISTANCE IN THE AREA OF TRAINING

1. Assistance to Implementing Institutions

The training assistance will be short term and directed to specific needs of the institution through workshops and coaching sessions in the work setting and through staff development.¹

2. Assistance to Training Institutions

Support for the strengthening of training institutions can be provided in the form of long term and short term assistance.

¹ Non-training related technical assistance to implementing institutions may be provided under other programs of the Office of HUP.

Long-term assistance may take the form of a resident or regionally based training advisor to improve administrative, managerial and training capacity of the training institution. Short-term assistance may include the conducting of training needs assessments, the development of training plans, curriculum design and development of appropriate training methods, or in the development of training materials.

Preferably, existing training institutions in a country or region should provide the basis for training activities of the Office of Housing and Urban Programs. Under special circumstances, where a well located training institution suitable for A.I.D. support does not exist, Regional Housing and Urban Development Offices may provide training directly, while simultaneously supporting the development of local or regional training institutions.

TRAINING SUPPORT ACTIVITIES:

Assistance may be provided for a variety of support functions for training, such as:

1. Support to developing countries in the preparation of comprehensive national training policies, plans and strategies for the shelter sector and urban development field:
 - to understand the existing training needs and resources within both public and private sector including the informal private sector
 - to assess the training capacity of regional or national training institutions and non-governmental and private voluntary organizational training resources
2. Evaluation of training plans and training activities:
 - to assure that the selected training activities and training technical assistance are appropriate and of a high priority within the overall shelter and urban development context
 - to assure that training activities are cost-effective and allow for maximum impact or spin-off effects

3. Development of appropriate course curricula, training materials and techniques; for example, training manuals, computer models, video and slide shows

An ever-increasing volume of case studies, technical studies and training material is available, both within A.I.D. and from other international and national sources. This material will be continually updated and prepared for use in the training context, allowing the experience of Office of Housing and Urban Programs and other agencies to be translated into the training activities. Training institutions should be encouraged to develop the capacity to design and write their own materials. Additionally, research into the development of innovative training material may be necessary. A close collaboration with other international agencies active in the field of training for shelter and urban development is obviously beneficial.

4. Provision of information on relevant training resources (e.g. course outlines from training institutions), on individual trainers, both U.S. based and in the regions, on training efforts by other international agencies in the field. Maintaining a relationship with relevant U.S. university programs and training institutions.
5. Dissemination of publications and other information on shelter and urban development issues to training institutions and other interested parties.

U.S. PARTICIPANT TRAINING

It is the policy of the Agency for International Development to sponsor U.S. based participant training, particularly in those instances where the training is closely linked to the specific development objectives identified for the country and where training in the required area is not available in local institutions. It is the training of choice when it is important to expose key leaders to U.S. institutions and practices.

The training objectives of the Office of Housing and Urban Programs can be met by a combination of U.S. based participant training and training offered in developing countries. Participant training activities in the U.S. are managed by the Central Training Unit. These activities include:

1. Conducting biennial Washington Policy Seminars
2. Sponsoring some participants each year in general, analytically oriented and specialized, skill-oriented training programs
3. Exploring ways of contracting with universities for multiple activities (research and consulting as well as training) when this is appropriate, so that the full range of expertise may be made available to the Office
4. Exploring ways of increasing the number and proportion of A.I.D. participant training candidates funded for graduate study in urban planning, housing finance, municipal management and other related fields by working with the Office of International Training and Mission Training Officers
5. Managing the program so that participants are appropriately selected, evaluations of the programs are regularly carried out, an inventory of training courses continuously updated, by which the most appropriate training activity can be selected for each participant or group of participants

COLLABORATION WITH INTERNATIONAL AGENCIES

Several international development agencies, such as the World Bank, United Nations Centre for Human Settlements, and European bilateral aid organizations sponsor training activities in developing countries directed at human settlement related issues. The Office of Housing and Urban Programs will jointly sponsor selected training activities with these agencies where this seems feasible. Likewise, A.I.D. will seek collaboration in the building of a strong network of regional and national training institutions, in the development of training materials and techniques and in other training support activities. For these collaborative efforts to be successful, a clear agreement must be reached about the goals and expected outcomes of the sponsored activities.

There are a number of advantages to jointly sponsor training activities and provide training assistance. These include:

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There are a number of advantages to jointly sponsor training activities and provide training assistance. These include:

- a) Gaining access to training materials and other information and knowledge available through the larger group of interested agencies will provide an interesting learning opportunity in the training field.
- b) Costs can be prorated among groups. The development of a strong network of regional and national training institutions will require substantive resources, which no single agency will be able to provide. By collaborating in the selection and institutional development of training institutions a much greater impact can be made.
- c) A wider network of potential participants in training activities will become available, since each cooperating group will bring with it its own network for obtaining participants.

FINANCIAL RESOURCES FOR TRAINING ASSISTANCE

Different options are available to fund training activities in the shelter and urban development area: ESF; PL480 programs, local currency proceeds from commodity imports, and other Mission and Regional Bureau development assistance grant and loan funds, e.g., the Caribbean and Latin American Scholarship Program (CLASP). In some technical assistance programs, counterpart funding is provided by the national or municipal government institutions of developing countries.

ADMINISTRATION OF TRAINING PROGRAMS

The organizational structure for implementing training in the Office of Housing and Urban Programs provides for a decentralized approach in the planning and delivery of training services. Each regional office prepares a training plan for the shelter and urban development sector in its region, supporting ongoing projects and initiatives. The Central Training Unit in Washington is part of the Policy and Urban Programs Division and it functions as a management support unit for the Director's Office and Operations Divisions. It gives direction to the overall training strategy and provides conception and programmatic guidance and support to the Regional Housing and Urban Development Offices (RHUDOs).

RHUDO Administration

The RHUDOs are responsible for assessing training needs and for implementing national and regional training programs. The kind and type of training activities largely depend upon the prospects for sustained support of A.I.D.'s shelter and urban development programs.

When training activities in a given RHUDO increase to the extent that the training program is providing a significant service, the RHUDO often hires a full time training coordinator or contracts with an institution to provide training services; with fewer training activities, a member of the RHUDO staff coordinates this function.

Central Training Unit

The activities of the Central Training Unit fall into three major categories:

- Training Development and Support
- U.S. training
- Publications and Information Services

Training Development and Support is provided by the Central Training Unit in a number of ways:

- (1) Giving assistance to the RHUDOs in developing training strategies, approaches and plans
- (2) Identifying and maintaining a relationship with consultants who understand the training approach of the Office and who are able to work with the RHUDOs in sharpening the focus of training activities
- (3) Monitoring and evaluating training activities
 - RHUDO training activities
 - U.S. based participant training
- (4) Coordinating training activities
 - Maintaining communication and positive relations with other international development agencies, such as IBRD/EDI, UNCHS, and European bilateral assistance agencies and

finding opportunities for coordination in the area of training and training related activities

--Maintaining communication with A.I.D. bureaus and A.I.D. units with training responsibilities (including subcontractors like Partners for International Education and Training, and WASH)

- (5) Developing and communicating procedures for conducting training activities, needs assessments, evaluations and institutional assessments as requested by the RHUDOs
- (6) Developing new curricula and providing for the adaptation of curricula developed in the field for distribution to other offices

U.S. Training is managed by the Central Unit and the following functions are performed:

- (1) Identifying training opportunities and sponsoring participants in short-term training events offered at various universities and training institutions each year
- (2) Serving as a resource to THUDOs for designing specialized training events and study tours
- (3) Managing the biennial Washington Policy Seminar
- (4) Exploring ways of contracting with universities for multiple activities in support of the work of the Office
- (5) Exploring ways of increasing the number and proportion of A.I.D. participant training candidates funded for graduate study in shelter and urban development, and related disciplines

The Central Training Unit is also responsible for managing the Publications and Information System of the Office. This includes the following activities:

- (1) Producing new materials
 - Annual Report
 - Occasional Papers
 - Regular reports
 - Audio-visual materials

- (2) Reprinting and reproducing materials
 - Documents
 - Audio-visual materials
- (3) Providing general logistical support
 - Mailing list maintenance
 - Document storage and inventory control
 - Assistance with foreign visitors
- (4) Managing the library and servicing information requests
 - Project specific documents
 - General works on shelter and urban development
 - Curricula and training materials
 - Photo and video collection

CONCLUSION

The training strategy presented here outlines the overall policy of the Office of Housing and Urban Programs. It covers the broad goals and objectives, the target groups, subject areas, types of training, and program administration. Each Regional Housing and Urban Development Office, as well as the Central Training Unit, prepare training plans annually as part of their budget exercise. Periodically, the training strategies of PRE/H and the RHUDOs should be reviewed and updated, to maintain them current in reference to development issues in the regions. In this way, the Office will make the most effective use of its limited resources to affect development policy and program implementation throughout the developing world.